Community Policing

Fiscal Year 1998 Community Policing Grant Program

Commonwealth of Massachusetts
Executive Office of Public Safety
Programs Division

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EXECUTIVE SUMMARY

Initiated in 1994, the Massachusetts Community Policing Grant Program provides funding and guidance to institute, expand, or improve community policing initiatives in communities throughout the Commonwealth. The Program is present in nearly all communities in Massachusetts, with participation growing almost ten fold since the program's inception.

Community policing is a law enforcement philosophy and management approach that promotes the partnership and collective effort of police, citizens, and community officials to successfully reduce criminal activity within a community. In addition, problem solving is encouraged in an effort to produce effective and lasting solutions to community problems.

In FY98, the Executive Office of Public Safety awarded $17.6 million to Massachusetts communities. The grant award process includes review of competitive grant applications by the Community Policing Advisory Review Board. Selected applicants are allocated funds based on community population figures acquired by the U.S. Census Bureau. Funds may be used to support personnel, training, overtime, supplies and equipment, and other community policing related costs.

The Executive Office of Public Safety encourages communities to develop creative community policing program strategies. In addition, EOPS recommends strategies which focus on the following:

➢ Innovation
➢ Prevention/Intervention
➢ Training

➢ Community Outreach
➢ Technology
➢ Enforcement

➢ Reintegration
➢ Infrastructure
➢ Evaluation

During Fiscal Year 1998, a variety of community policing initiatives have been implemented that include both police officer and community resident participation. The following table indicates programs most frequently implemented by police departments during FY98.

Youth Programs	Elder Programs	Community Outreach Initiatives	Equipment and Vehicle Purchases
➢ Recreation for Youth ➢ Child Photograph/ Identification ➢ In-School Instruction ➢ School Resource Officer ➢ D.A.R.E. ➢ Child Safety	➢ Alzheimer Awareness ➢ Senior Liaison ➢ Senior Safety/Self-Defense ➢ Crime/Scam Prevention ➢ File of Life ➢ TRIAD	➢ Neighborhood Crime Watch ➢ Police Station Tours ➢ Community Meetings ➢ Community Lectures ➢ Community Partnership Groups ➢ Ride Alongs	➢ Cameras ➢ Pagers ➢ Hand-held Radios ➢ Personal Computers ➢ Laptop Computers ➢ Printers ➢ Bicycles ➢ Cruisers ➢ Motorcycles ➢ All Terrain Vehicles ➢ Boats

Police Training	Enforcement Initiatives	Neighborhood Revitalization Initiatives	Police Sponsored Training Initiatives
➢ Problem Solving ➢ Sensitivity ➢ Domestic Violence ➢ Elder Abuse ➢ Cultural Awareness ➢ Computer Literacy	➢ Bike Patrol ➢ Traffic Law Enforcement ➢ Target Specific Enforcement ➢ Foot Patrol ➢ Vehicle Patrol ➢ Park & Walk	➢ Graffiti Removal ➢ Neighborhood Clean-ups ➢ Trespass Program ➢ Building Code Enforcement ➢ Improved Lighting	➢ Self-Defense ➢ CPR/First Aid ➢ Bicycle Safety ➢ Tobacco/Alcohol Awareness ➢ Child Safety ➢ Residential/Home Safety

General Conclusions:

➢ Community based educational programs have reached thousands of community residents and young people across the Commonwealth.

➢ Police trainings have provided a large number of police officers a greater degree of knowledge on topics that enhance their response to community residents.

➢ Neighborhood improvement strategies have targeted neglected areas within communities, and encouraged citizen awareness regarding the importance of maintaining a clean and safe neighborhood.

I. COMMUNITY POLICING OVERVIEW

The state-funded Community Policing Grant Program, administered by the Executive Office of Public Safety (EOPS) Programs Division, provides funding and guidance to institute, expand, or improve community policing initiatives in communities throughout the Commonwealth. This report presents an overview of the initiatives and achievements of the Community Policing Program during Fiscal Year 1998.

One proponent of community policing, Robert Trojanowicz (1995), describes community policing as:

> "... a new philosophy of policing, based on the concept that police officers and private citizens working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. The philosophy is predicated on the belief that achieving these goals requires that police departments develop a new relationship with the law-abiding people in the community, allowing them a greater voice in settling local priorities, and involving them in efforts to improve the overall quality of life in their neighborhoods."

Traditionally, law enforcement practices have been predominately reactive in nature, responding to specific criminal acts occurring within the community. Community policing initiatives have been instituted to build upon these traditional practices by specifying problems and developing solutions. In it's earliest stages, community policing was perceived as social work rather than "real" police work with initiatives based on a "crime fighting" mentality (Trojanowicz, 1995). Today, community policing is considered a "full service" law enforcement practice, whereby a stronger working relationship is developed and maintained between police department personnel and the community residents they serve.
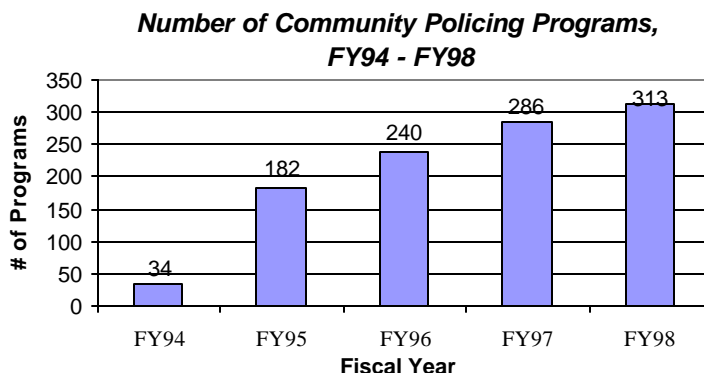
Community policing is a law enforcement philosophy and management approach that promotes the partnership and collective effort of police, citizens, and community officials to successfully reduce criminal activity within a community. Specifically, the community policing approach is comprised of two components:

- Community partnerships refers to neighborhood residents, schools, churches, businesses, community-based organization, elected officials, and government agencies working collaboratively with local police to resolve the community problems which impact them. The community and the police collectively engage in a problem-identification process, utilizing community input and crime analysis.
- Problem solving focuses on identifying community problems and priorities through a coordinated police/community needs assessment, collecting and analyzing information concerning those problems, and developing a jointly agreed upon resolution to the issue which benefits both the department and the community at large.

Together, these components enable a more effective response to community problems, encourage cohesive working relationships, and promote the development of crime prevention strategies.

The Community Policing Program, initiated only four years ago, is present in nearly all communities in Massachusetts, with participation in the program growing almost ten fold since the program's inception.

Number of Community Policing Programs, FY94 - FY98

Community Policing Mission Statement
The following represents the core mission of the Commonwealth's Community Policing Program.

> *Community Policing is an integral part of combating crime and improving the quality of life in Massachusetts. It is based on the belief that police officers and private citizens working together can help solve community problems related to crime, fear of crime, and quality of life issues. It requires greater citizen responsibility and provides the opportunity for citizens to contribute individually and collectively to public safety and quality of life in the community. It enhances police professionalism by giving officers the training, technology, and motivation to act innovatively to solve community problems.*

Goals and Objectives
The Executive Office of Public Safety has specified six key elements that contribute to the success of the Community Policing Program.

- A department-wide *commitment* to the community policing philosophy.
- *Identification*, through citizen participation, of the most critical needs that the community policing strategy seeks to address.
- Development of a system of ongoing *community input* and *feedback* through the establishment of citizen/business advisory groups.
- The implementation of a *comprehensive training plan* which supports community policing and targets every level of department personnel.
- The design and implementation of a plan to *evaluate* community policing initiatives.
- Permanent organizational change through the *integration* of community policing principles into the day-to-day operations of the department.
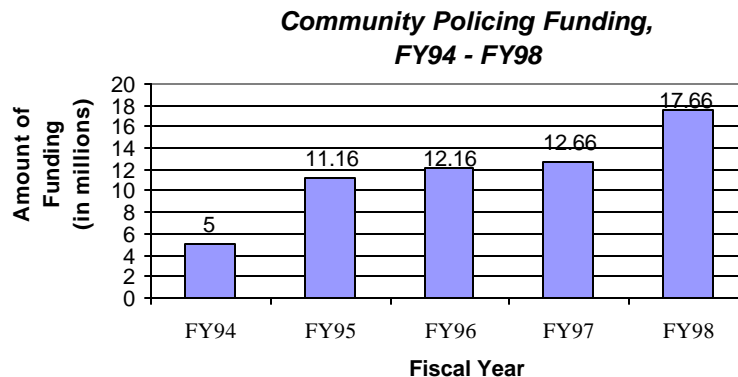
Eligibility
Any city or town within the Commonwealth that wishes to develop, expand, or enhance a community policing program or strategy is eligible for state funding.

Selection Process
The Community Policing Advisory Review Board is comprised of a panel of criminal justice professionals, community policing practitioners, and public policy specialists. The overall mission of the Advisory Board is to devise a fair and equitable method for distributing state funds intended to support community policing initiatives. The Advisory Board also contributes to the design of program reporting requirements and evaluation criteria, and is available for technical assistance to recipients.

Allocation of Grant Funds
Initiated in Fiscal Year 1994 with $5 million in funding provided to 34 cities and towns, community policing funds have increased to $17.6 million in FY98, with awards made to 313 grant recipients throughout the state.

**Community Policing Funding,
FY94 - FY98**

The Community Policing Advisory Board allocates community policing funds based on community population, figures acquired from the U.S. Census Bureau. The standards for the allocation of funding is as follows:

Population Category	FY99 Eligible Award Amounts
0-10,000	$8,500
10,001-20,000	$18,000
Over 20,000	$35,000

* Source: U.S. Census Bureau, 1996 population estimates. Massachusetts Institute for Social and Economic Research (MISER).

Following the determination of award eligibility, the Board scores each application based on the suggested program initiatives and strategies, and the overall quality of the grant application. Communities may receive additional awards if other communities who are eligible for community policing funds fail to submit an application for funding. The unallocated funds are then redistributed to those applicants that score in the top one third of all applications received.

Use of Funding

All grant recipients are required to adhere to state guidelines regarding the purposes for which funding can be applied. State awarded funding is not to be used for items purchased for purposes other than community policing initiatives.

Funds can be allocated across the following budget categories:

Personnel: Funds are used to compensate for any personnel costs that would be incurred as a result of a commitment to community policing initiatives.

Training: Funds are used to train both law enforcement personnel and civilians in the philosophy, development, and implementation of community policing, or any training which serves to enhance police administrative, technical, and/or investigative proficiencies of police personnel including: tuition, travel and lodging, and meal expenses.

Overtime Training: Funds are used to defray overtime costs incurred by an officer assigned to a community policing initiative receiving training that occurs and/or extends beyond an officer's regularly scheduled duty.

Overtime Replacement Costs: Funds are used to defray overtime costs incurred as a result of an officer being assigned to a community policing related activity, and is therefore unavailable to fulfill the scheduled duty.

Overtime Beyond Tour of Duty: Funds are used to compensate for any overtime costs incurred as a result of an officer working on activities beyond the regularly scheduled duty.

Supplies & Operating Expenses: Funds are used to compensate for the costs of supplies and/or materials needed to support or enhance any community policing programs.

Equipment: Funds are used to defray the costs of purchasing or leasing equipment, (e.g., televisions, VCR's, computers) that support community policing initiatives or enhance police service to the community.

Communication Equipment: Funds are used to defray the costs of purchasing or leasing communication equipment, (e.g., modems, pagers, and cellular phones) that are utilized for community policing program initiatives.

Other: Funds are used to compensate for the cost of participation in programs such as: Statewide Accreditation and/or program evaluation expenses.

IV. SUGGESTED PROGRAM INITIATIVES AND STRATEGIES

The Executive Office of Public Safety encourages departments to design new and innovative strategies to meet the needs of both the department and the community. While departments have the opportunity to address areas of great need to their community, there are a number of initiatives that EOPS suggests to departments when developing their programs. The following strategies and initiatives are recommended and may be adopted by grant recipients.

Innovation:
Innovative strategies focus on developing and improving methods of communication to assist departments in better serving their community. Participation in the Statewide Police Accreditation Program as well as information sharing through a department web page, information bulletin boards, e-mail, and cable access television programs are all initiatives which are included within this category.

Prevention/Intervention:
Programs that are preventive in nature, or are designed for crime intervention are recommended to departments. Such program strategies include: domestic violence/teen dating violence prevention and education, organized neighborhood crime watch, school resource officers, tobacco and alcohol awareness, and elderly programs concentrating on personal safety, self defense and scam prevention.

Training:
Police personnel can attend training programs to enhance comprehensive, community-based policing. Suggested programs include: training officers in the community policing philosophy, problem solving, and computer training, as well as any additional training topics that enhance administrative, technical, and/or investigative proficiencies.

Community Outreach:
A highly emphasized element of the Community Policing Program is community outreach and interaction. Strategies focus on the implementation of collaborative, multi-agency efforts to reduce citizen's fear of crime and to identify and address quality of life issues. Programs may include community meetings, partnerships and advisory councils, citizen/youth police academies, neighborhood clean-ups, graffiti removal, and building code enforcement.

Technology:
Technologically-based programs can assist police departments in performing crime analysis and reporting, and program evaluation. These programs may include compiling and reporting National Incident Based Reporting System (NIBRS) data, enhancing forensic and crime scene capabilities, and increasing mobile data capabilities.

Enforcement:
Enforcement-based programs aid in either a direct or indirect means to reduce crime within the community. The enhancement of foot, bicycle, or vehicle patrol, the enforcement of school truancy statutes and ordinances, programs that serve to combat youth and gang violence, and

those designed to enhance the general quality of life for citizens, are all strategies that can be implemented with community policing funding.

Reintegration:
Based on a comprehensive response to crime, reintegration focuses on crime prevention and enforcement, as well as restitution for the community and the reintegration of minor offenders. Such strategies include: community-based justice programs, joint police/probation operations, community service supervision, and compliance with juvenile lock-up standards.

Infrastructure :
Within this category, Community Policing Program funds are utilized to expand department personnel, equipment, and technology to enhance the department's service to the community.

Evaluation:
An evaluation of the Community Policing Program is recommended to examine the process by which the program was implemented and the impact achieved. This includes utilizing funds to defray the costs of designing and implementing a program evaluation, including citizen surveys.

During Fiscal Year 1998, a variety of community policing initiatives have been implemented that include both police officers and community member participation. Programs that demonstrate a high level of collaboration include:

- Youth programs including recreational activities, youth athletics, mentoring, child identification and fingerprinting, and School Resource Officers.
- Utilization of new technology such as police department Internet web sites, E-mail, local cable access programs, and information bulletins.
- Community-involved programs focusing on crime prevention (e.g., elderly abuse) and safety training (e.g., self-defense, bicycle safety).
- Neighborhood improvement and revitalization initiatives focusing on resident crime watches, neighborhood clean-ups, and building code enforcement.

V. PROGRAM MONITORING AND EVALUATION

Monitoring and evaluation of the Community Policing Grant Program is conducted both during and following the completion of the funding period. EOPS personnel conduct periodic site visits where goals are reviewed and progress is determined. In addition, all grant recipients are required to complete a Mid-Year and Year-End Report that assesses the number of police officers and citizens participating in each initiative implemented within their community. These reports allow for a comprehensive summary of community policing activities both locally, regionally, and state wide.

Quantitative and qualitative information obtained from program evaluation activities assists EOPS in determining both program successes and obstacles encountered. In addition, recognizing the most frequently implemented programs may be a source of reference for future grant recipients in deciding what future programs to implement.

The following table depicts the common themes under which a variety of programs were implemented using FY98 funds.

Police Programs	Community Outreach Programs	Purchases
➢ Law Enforcement Training Initiatives	➢ Community Outreach Initiatives	➢ Communication Equipment
➢ Police Enforcement Initiatives	➢ Community Based Training Initiatives	➢ Computer/Information Systems Equipment
	➢ Police Sponsored Citizen Training	➢ Vehicle Purchases

The listed themes of the Community Policing Grant Program include: officer trainings, police sponsored citizen training, and programs designed for community revitalization and outreach.
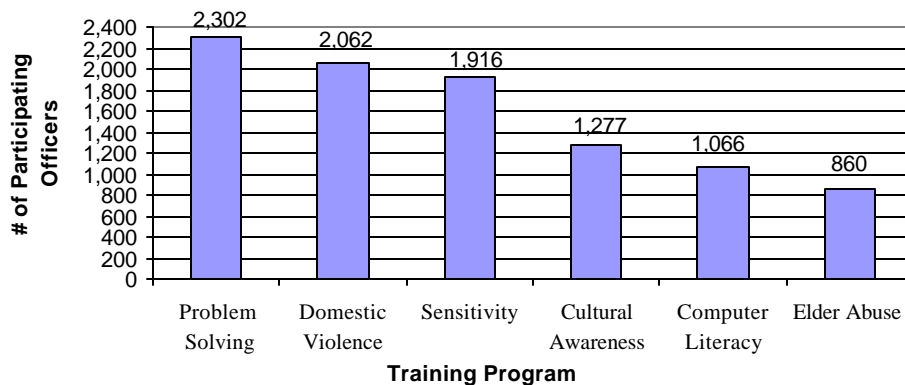
During FY98, communities implemented a number of program initiatives both within the police department and the community. Training sessions were attended by both police officers and community members, increased enforcement initiatives were implemented, and the collaboration between citizens and officers was enhanced by community-based programs during the 1998 community policing funding period.

The following sections describe the programs most frequently implemented with FY98 community policing funding. Community policing programs may include participation by both police departments, officers, and/or citizens within the community as a way to initiate and strengthen community partnerships, as well as educate community members about crime prevention and safety issues. For each program component, the number of police departments, officers, and citizens impacted by the component is provided when applicable.

Training Initiatives

Police Training Initiatives Supported with State Community Policing Funds

Problem Solving

One of the fundamental elements of the community policing philosophy is problem solving. It is important to act not only reactively, but proactively as well. Police officers learn strategies to get to the root of a problem, as opposed to responding after the fact. In the case of graffiti, police learn to focus on why youth vandalize property. Developing alternative activities to keep young people interested, such as evening art programs, may reduce the incidence of vandalism without inhibiting youth creativity. During FY98, community policing funds were utilized to train 2,302 police officers in problem solving.

Sensitivity

Being sensitive to the needs of both individuals and the community at large is a crucial component of community policing. Sensitivity training instructs officers on the importance of being attentive and understanding towards the citizen and the case at hand. FY98 funding supported the implementation of sensitivity training for 1,916 officers.

Domestic Violence

Domestic violence training for police officers focuses on establishing effective police responses when responding to domestic disputes, as well as the appropriate procedures to adhere to following the incident. Training focuses on the cycle of abuse, making appropriate referrals, case follow-up, gathering evidence, handling cases where children are present, and assisting in the

prosecution of the batterer. Community policing funding supported 2,062 officers in domestic violence training during FY98.

Elder Abuse
To maintain a close connection to elder issues, police officers are being trained in the prevention, recognition, and response to elder abuse. During the 1998 fiscal year, 860 officers received elder abuse training with the support of state community policing funding.

Cultural Awareness
For successful relationships to emerge and strengthen between police officers and community members, an understanding of the issues and dilemmas faced by people of various racial and ethnic backgrounds must be achieved. Community policing funding was utilized to support cultural awareness training for 1,277 officers during fiscal year 1998.
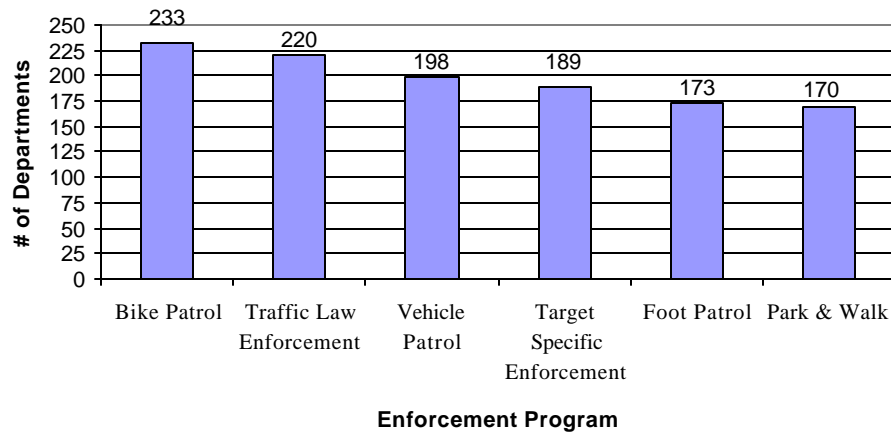
Computer Literacy
Technological based training encourages computer literacy and stresses the importance of being proficient in the current technological advances within policing. Ultimately, training initiatives such as these can lead to higher levels of efficiency and speed when filing reports, collecting data, and documenting case information. FY98 funds were used towards training 1,066 police officers in computer literacy skills.

A wide variety of police training opportunities were available with the support of FY98 community policing funds. In addition to the programs described above, the following training initiatives were attended by law enforcement personnel in FY98:

- Strategic Planning
- Command Staff Retreat
- Hate Crime Enforcement
- Sexual Assault Training
- Child Abuse Training
- Teen Dating Violence
- Gang Suppression
- Police K-9 Training
- Conflict Resolution
- Delinquency Prevention
- Crime Analysis
- New England Community Policing Program (NECP2) Symposium

- Integrity/Leadership Training
- Foreign Language Training
- Team Building Training
- Crime Watch
- Mid-Level Management Training
- Narcotic Enforcement Skills
- Bike/C.O.B.W.E.B. Training
- Police Ethics Training
- Substance Abuse Awareness Training
- Digital Photo Imaging Training
- Geo-Mapping

Enforcement Initiatives Supported With State Community Policing Funds

Bike Patrol

Bike patrols promote a closer relationship between police officers and citizens as they increase police visibility within the community. The use of bike patrols is a highly effective enforcement tool as well, allowing officers to pursue suspects through areas unreachable with patrol cars. During FY98, 233 police departments used funding to support bike patrols, utilizing 1,929 officers.

Foot Patrol

Foot patrols are a highly effective means to initiating and maintaining close contact with the community. Foot patrols reinforce personal ties to the community, strengthening trust and respect between both parties. 173 police departments used community policing funds to support 1,956 foot patrol officers.

Park and Walk

The Park and Walk initiative is a patrol strategy whereby police officers park their cruiser and patrol on foot through a designated area within the community. As opposed to a vehicle patrol or a foot patrol, the officer's visibility and presence is known both by the parked cruiser, as well as the presence of the officers patrolling the area on foot. This combined strategy is both proactive and preventive in nature. Community policing funds were utilized to support 3,081 police officers from 170 police departments.

Vehicle Patrol

Patrols conducted with police cruisers are the most common form of police patrol and establishment of police presence. An effective and rapid response is the primary objective when conducting vehicle patrols. 198 police departments applied state funding towards enhancing vehicle patrols, involving 3,834 officers.

Traffic Law Enforcement

Traffic Law Enforcement serves to reduce the number of traffic accidents and violations by strategically placing officers in areas which have experienced previous traffic problems. This

form of enforcement may include radar enforced areas near schools or areas where children frequently gather, and parking code enforcement. During FY98, 220 police departments implemented traffic law enforcement initiatives with state funds, assigning 2,797 police officers to the task.
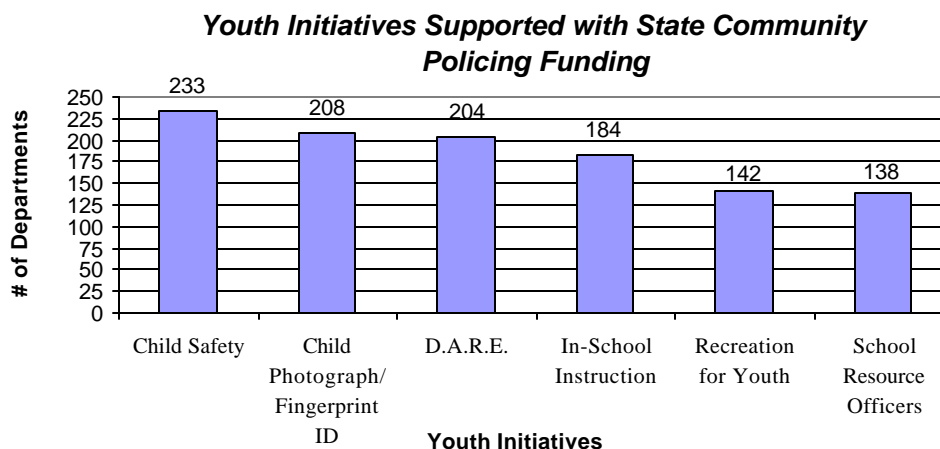
Target Specific Enforcement
Communities have enforcement obstacles that are unique to that community alone. Target specific enforcement focuses on those problems that must be addressed including curfews, truancy, and underage alcohol and tobacco sales. FY98 state funding supported target specific enforcement which involved 189 police departments and 2,206 officers.

During the 1998 Fiscal Year, additional enforcement initiatives funded by state community policing funds included:

- Motorcycle Patrol
- Narcotics Enforcement
- Vehicle Patrol
- Anti-Gang Enforcement
- Marine Patrol
- Alcohol and Tobacco Enforcement

- Hate Crime Enforcement and Prevention
- Warrant Apprehension
- Multi-jurisdictional Task Force
- Partnerships with Probation
- Implementation of Crime Hotlines
- Traffic Accident Re-creation

Youth Initiatives

Youth Initiatives Supported with State Community Policing Funding

Bar chart titled "Youth Initiatives Supported with State Community Policing Funding". Y-axis: # of Departments (0 to 250). X-axis: Youth Initiatives. Child Safety: 233; Child Photograph/Fingerprint ID: 208; D.A.R.E.: 204; In-School Instruction: 184; Recreation for Youth: 142; School Resource Officers: 138.

Recreation for Youth
Through either sponsoring or supporting recreational activities for young people, police initiate a closer degree of contact with the community, (both children and parents), reinforcing the proactive element of community policing. In addition, youth involvement in recreational activities provides a positive, healthy alternative to drugs and violence. 142 police departments and 834 officers participated in youth recreational programs.

Child Safety
Child safety campaigns, such as Stranger Danger, are popular community policing initiatives.

Teaching children and their parents ways to protect themselves from both strangers and hazardous situations is advantageous for the department, families, and the community. 233 police departments utilized FY98 community policing funding to assign 1,059 officers to participate in child safety initiatives.

Child Photograph/Fingerprint Identification
Along with child safety instruction, the opportunity for child identification registration opportunities serves to protect children if they should ever separate from their parents or guardians. Child identification can be a highly effective and life saving tool for locating missing or abducted children. FY98 community policing funds supported 208 police departments and the involvement of 882 officers in child identification programs.

In-School Instruction
Partnerships between school officials and local police department personnel have resulted in various educational programs for youth of all grade levels. Police officers present lectures and hold seminars with students on a variety of issues such as: bicycle safety, stranger awareness, and the dangers of driving while intoxicated. 184 police departments and 658 officers spent community policing funds to implement in-school instruction.

School Resource Officer
School Resource Officers serve as monitors within schools to prevent and respond to school violence and drug use and availability. In addition to these roles, the presence of School Resource Officers affords students the opportunity to make contact with police officers and gain a greater understanding of police roles and duties. Parents and school faculty have an additional contact and source of information with regard to school-related problems and safety issues. 260 officers from 138 departments served as school resource officers, supported by state funding.

D.A.R.E
Drug Abuse Prevention Education (D.A.R.E.) is a specialized program designed to prevent young people from engaging in drug use and drug-related criminal activity. D.A.R.E. officers educate young people on the dangers of alcohol and drug use both within and outside the school. Through classroom lectures, D.A.R.E. sponsored youth programs, and after-school activities, local police officers develop positive relationships with young people via anti-drug initiatives. 204 police departments and 516 officers were supported with community policing funds for D.A.R.E. activities.
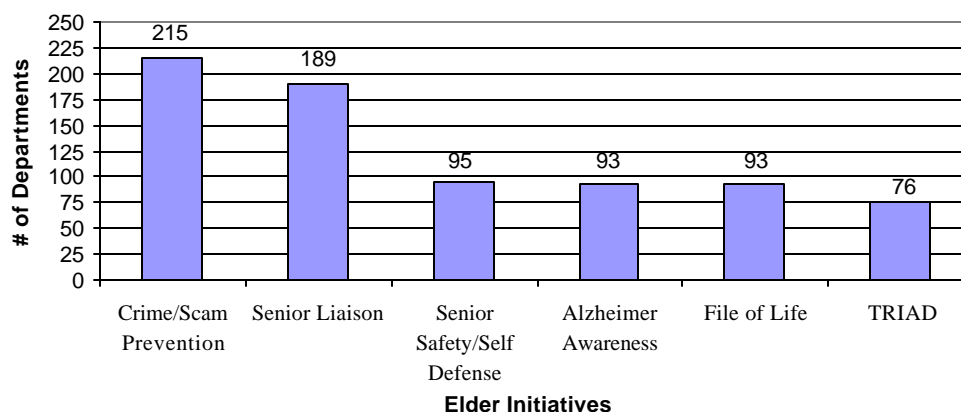
During the 1998 funding period, a variety of additional youth initiatives were adopted and utilized.

- Youth Anti-Gang Initiatives
- Seatbelt Awareness
- Youth Health Services
- Holiday Safety Activities
- Summer Youth Program
- Athletics for Youth/Police Athletic League
- Teen Dating Violence Education/Teen Dating Advisory Board
- Youth Bike Safety
- Youth Crime Watch
- R.A.D. Training for Youth
- Truancy Officers (sworn and civilian)
- Skateboard/Rollerblading Safety

- Academy/Youth Police Cadet Program
- Mentoring for Youth/Youth Liaison/Peer
  Leaders Youth Police

Elder Initiatives

Elder Initiatives Supported With State Community Policing Funding

Alzheimer Awareness
Alzheimer's disease can cause intense disorientation for those who suffer from it, and extreme concern for friends and family members of afflicted individuals. During the FY98 grant period, 93 departments and 392 officers participated in initiatives which address Alzheimer's disease and ways which can keep those who suffer from it safe from harm and potential abuse.

Senior Liaison
To reduce the incidence of elder abuse, maltreatment, and victimization, Senior Liaison officers are assigned as emissaries to the elderly population. Through continuous contact, concern for elder safety, fear of crime is reduced, and the degree of satisfaction with the police is increased. During FY98, 189 departments had implemented a Senior Liaison officer within their community, totaling 341 participating officers throughout the state.

Senior Safety/Self-Defense
Senior safety and self-defense training is designed to educate senior citizens on methods to prevent potential physical attacks. The elderly are highly susceptible to crimes such as burglary and petty theft (National Crime Prevention Council, 1995). These training initiatives also provide for continued communication between department personnel and elderly citizens that can aid in reducing the incidence of crime against the elderly. 95 police departments and 218 officers utilized community policing funding to implement these trainings during FY98.

Crime/Scam Prevention
Crime/Scam Prevention initiatives promote crime prevention and victim services which address the vulnerability to crime and violence towards elderly citizens. Programs like these assist the elderly in being aware of potential types of victimization and offer information and crime prevention techniques that promote a greater degree of security for senior citizens. 215

departments and 507 participating officers during the 1998 state funding period implemented Crime/scam prevention initiatives.

File of Life
The File of Life program is a means to ensure the best quality of service and assistance to elderly citizens throughout the community. Elderly citizens who participate in this initiative receive magnetic cards that list emergency contact names and personalized medical information (e.g. medications, previous medical information, names of family members) needed by police officers and emergency medical personnel when responding to a call at the individual's residence. 93 police departments and 205 officers during FY98 adopted the File of Life elder program during FY98.
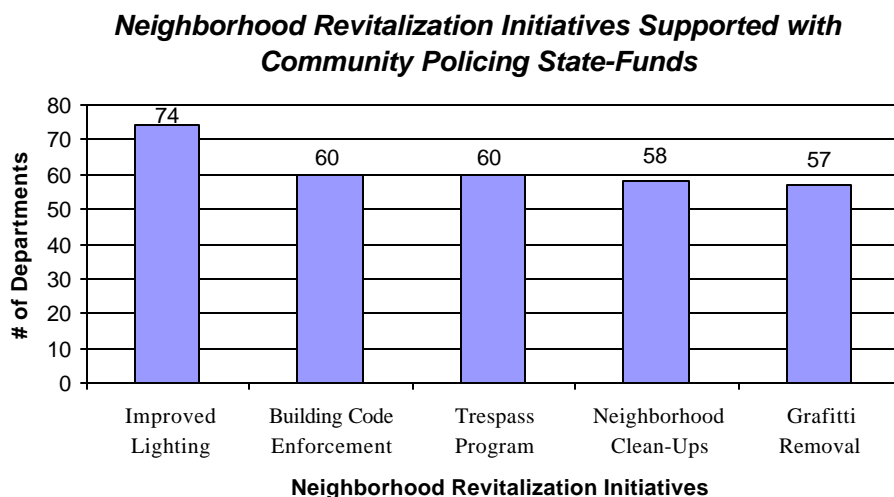
TRIAD
TRIAD refers to the overlapping relationship between the elderly, the police department, and the community at large. TRIAD programs address elder issues and assist senior citizens in maintaining a better quality of life. During 1998, 76 police departments formed the TRIAD program with 148 officers participating.

Additional Elder Initiatives which were supported by FY98 community policing funds included:

- Senior Identification
- Senior Night Out
- "Are You OK" program
- Senior Police Academy
- S.A.L.T.

- Elder Services (including providing transportation, cook-outs, elderly breakfasts, bus trips)
- Abuse Awareness for Elderly Citizens
- 55 Alive

Neighborhood Revitalization Initiatives

Neighborhood Revitalization Initiatives Supported with Community Policing State-Funds

Graffiti Removal
Graffiti, a frequently used method of communication between gang members, can be visually unappealing and promotes a negative image of a community. The primary purpose of graffiti

removal is threefold: to disrupt gang communication, clean up unsightly buildings, and to provide legitimate employment opportunities for young people. 57 police departments utilized FY98 community policing funds to carry out the removal of graffiti, assigning 403 police officers to assist with the implementation.

Neighborhood Clean-ups
Through a collaborative effort between community members and police department personnel, removing trash and revitalizing areas within the community which have become displeasing can improve the community's appearance and image and reduce opportunities for criminals to hide illegal activity. 341 police officers from 58 departments implemented neighborhood clean-up programs with state community policing funds.

Trespass Program
This initiative focuses on the prevention of trespassing on both public and private property. Citizens are encouraged to assist officers in reducing such instances by being alert and aware of trespassers and to report any information to the police directly. During FY98, 60 police departments and 463 officers implemented trespass programs with state funds.

Building Code Enforcement
Police involvement is absolutely necessary to ensure that landlords and homeowners are in compliance with the city/town's building ordinances and codes. Violations of building code standards make living conditions for some residents less that satisfactory. For this reason, a direct response by police department personnel can help substantially. Community policing funds supported 60 police departments and 441 officers in the implementation of building code enforcement objectives
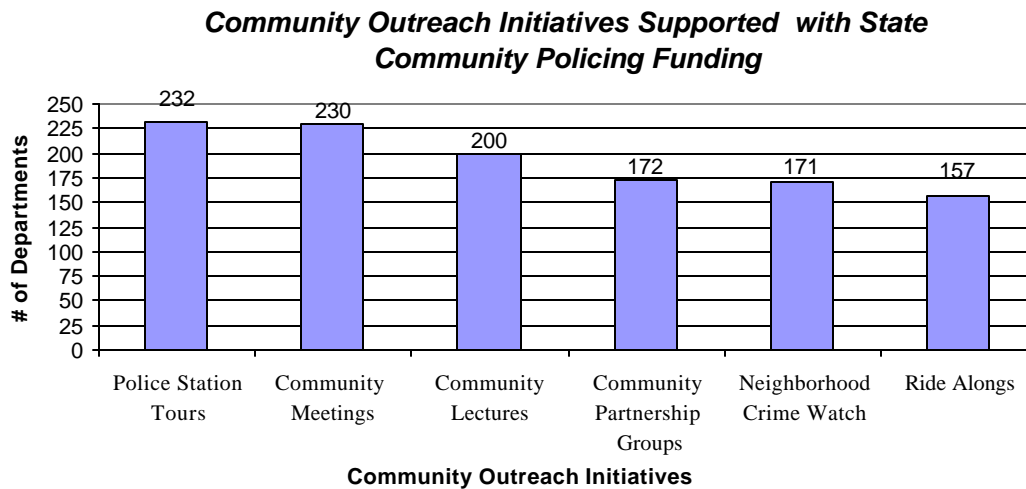
Improved Lighting
Insufficient lighting in both residential and business areas can attract crime, given the low visibility. Through organized efforts between residents, business owners, and police officers, lighting can be increased throughout the community where crime is most likely to occur, (e.g. pathways, park trails, small side streets). The more intense the light, the less the likelihood of criminal activity. FY98 community policing funding supported 74 police departments and 268 officers in implementing better lighting within their community.

Additional neighborhood revitalization initiatives included:

- Speedy Eviction
- Property Board-ups
- Snow Removal
- Park Surveillance
- Crime Prevention Through Environmental Design

Community Outreach Initiatives Supported with State Community Policing Funding

Neighborhood Crime Watch
The organization of a community/resident based crime watch and prevention strategy can assist in the reduction of neighborhood crime, and improve the relationship between community members and police department personnel. During the 1998 community policing grant period, 840 police officers and 5,315 residents initiated neighborhood crime watches.

Community Meetings
Meetings held between community members and police personnel provide a forum to address concerns and expectations with regard to crime and the delivery of services, and may help to facilitate ways to resolve problems and improve service. During FY98, 1,603 police officers and 14,365 citizens engaged in community meetings, helping address necessary issues regarding the community.

Community Partnership Groups
Initiating organized community partnerships which includes residents, business owners, local government officials, and police officers is a highly advantageous initiative to ensure communication and crime prevention. Community partnership groups are often used as a forum to discuss community issues and concerns, and establish closer ties with local law enforcement officers. With encouragement of police, citizens can organize themselves and initiate crime prevention strategies of their own, thus reinforcing the prevention element of Community Policing. 1,068 police officers and 7,337 citizens organized and participated in community partnership groups during FY98.

Police Station Tours
Station tours succeed in exposing citizens to what police officers do during their daily routine. Tours are effective in teaching community residents, both young and old, the inner workings of a police department. For example, citizens receive instruction in the process involved with booking and detaining suspects. FY98 community policing funds supported 1,463 police officers in providing police station tours for 21,425 community residents.

Community Lectures

As another means to educate community residents, police departments often organize lectures focusing on a number of issues including drinking and driving, child and home safety, and crime prevention. Lecturers may include police officers, criminal justice/law enforcement practitioners, academics, and social service professionals. 1,008 police officers and 820 residents participated in community lectures that were in part supported with community policing funds.
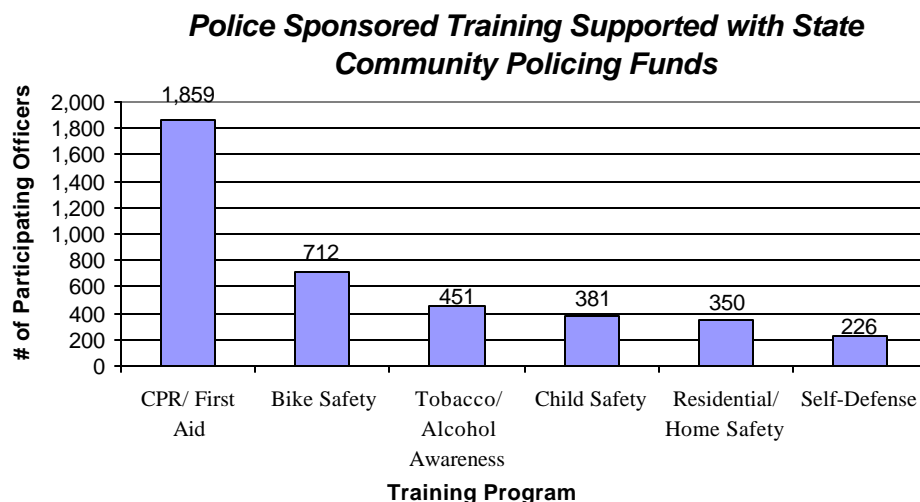
Ride Alongs

Ride alongs provide citizens with a better understanding of police by experiencing the role of police firsthand. Ride alongs are frequently conducted for both interested students and citizens. FY98 community policing funds provided 2,632 citizens that opportunity to experience police work first hand through ride alongs, with 1,391 participating officers.

Additional community outreach initiatives that were supported by state community policing funds during fiscal year 1998 include the following:

- Citizen Police Academy
- Citizen Academy Alumni Association
- Neighborhood Improvement Programs
- Neighborhood Substation
- Citizen Speed Watch
- Fraud/Scam Prevention

- Mobile Substation
- Community Based Justice initiatives
- Restorative Justice initiatives
- Firearm Safety
- Civilian Traffic Enforcement
- Safe Boating Training

Police Sponsored Trainings

Police Sponsored Training Supported with State Community Policing Funds

Self Defense

Personal safety initiatives and training sessions conducted by police department personnel that focus on physical self-defense strategies and logistical crime prevention techniques. FY98 state community policing funds supported self-defense training for 748 citizens, lead by 226 police

officers.

CPR/First Aid
In association with the quality of life focus which the Community Policing Grant Program stresses, police sponsored CPR and First Aid training designed for adults and children, provides life saving safety education and enhances police-community relations. CPR/First Aid training was provided for 1,327 citizens and implemented by 1,859 police officers.

Bicycle Safety
Bicycle safety training is provided to youth and adults, and focuses on proper riding techniques, helmet use, and proper bicycle maintenance. During FY98, 712 police officers and 17,294 citizens (juveniles and adults) participated in bicycle safety training programs.

Tobacco/Alcohol Awareness
Police involvement in tobacco and alcohol awareness and prevention strategies is widely applied in a number of communities. A variety of initiatives have been implemented including alcohol awareness and prevention education during prom time, lectures on the dangers of drinking and driving, and active participation in community trainings for adults. FY98 funding supported the training of 21,645 residents, provided by 451 officers.
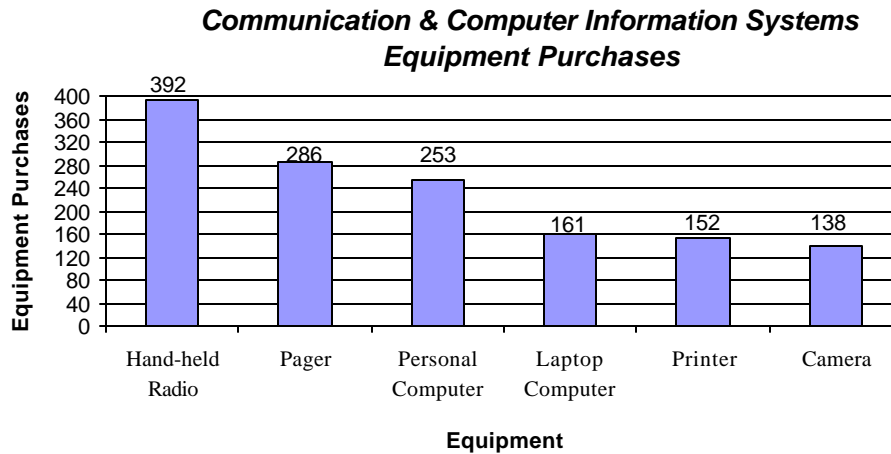
Child Safety
Child Safety training has shown to have one of the highest levels of citizen attendance for any program initiative supported by Community Policing funding during fiscal year 1998. Over 18,211 residents and 381 police officers participated in child safety training, whereby both parents and children learn how to ensure the safety of their children.

Residential/Home Safety
Police departments have implemented initiatives that educate residents on preventing home invasion and burglary, providing more knowledge and a greater degree of comfort for citizens. During FY98, 350 police officers engaged in residential and home safety training for 6,418 citizens.

Police sponsored trainings were also made available to citizens in Rape Aggression Defense training, Liquor and Hackney training, and Landlord training.
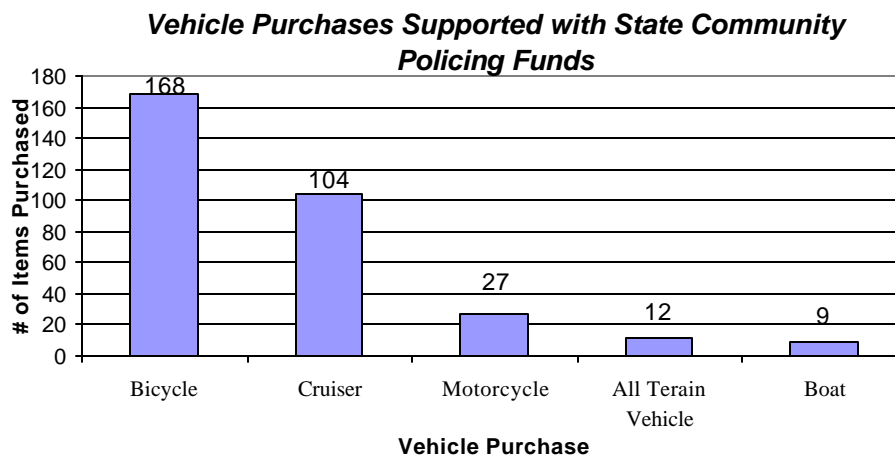
Communication & Computer Information Systems Equipment Purchases

Hand-held Radio	392
Pager	286
Personal Computer	253
Laptop Computer	161
Printer	152
Camera	138

Y-axis: Equipment Purchases (0–400). X-axis: Equipment

Additional pieces of equipment were purchased during the FY98 Community Policing Grant Program that assisted in the implementation and the maintenance of a variety of community policing initiatives. They include the following:

- Modems
- Laptop computers
- Mobile data terminals
- Hand-held data terminals
- Cruiser mounted radios
- Photocopiers
- Digital Photo Equipment
- Camcorders/Cameras

- Fax machines
- Crime mapping software
- Cellular phones
- Police radio console
- Scanners
- Projectors
- Radars (both hand-held and mobile units)
- Case management software/Zipdrives

Vehicle Purchases

Vehicle Purchases Supported with State Community Policing Funds

Bicycle	168
Cruiser	104
Motorcycle	27
All Terain Vehicle	12
Boat	9

Y-axis: # of Items Purchased (0–180). X-axis: Vehicle Purchase

During the FY98 Community Policing Grant Program, state funding also provided for the purchase of 3 vans, 2 K-9 dogs, and a horse for mounted police patrol.

CONCLUSION

Over the past four years, the Massachusetts Community Policing Grant Program has provided funding to a number of communities and police departments allowing for the implementation of a variety of community policing initiatives. As a result, communities have been afforded the opportunity to design programs which may not have been possible prior to the inception of this program.

➢ Community-based educational programs and training have reached thousands of community residents and young people across the Commonwealth.

➢ Police trainings have provided a large number of police officers a greater degree of knowledge on topics that enhance their response to community residents.

➢ Neighborhood improvement strategies have targeted neglected areas within communities, and encouraged citizen awareness regarding the importance of maintaining a clean and safe neighborhood.

In the years to come, the Executive Office of Public Safety anticipates an increase in the number of communities who participate in the Community Policing Grant Program. The program encourages the ongoing development of effective community policing programs and maintenance of strong citizen-police relationships. New initiatives will be developed, and old programs enhanced, as the Commonwealth progresses into Fiscal Year 1999.

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